PROOF COPY—SUBJECT TO REVISION

MANUAL OF INSTRUCTIONS

For Campaign Directors and Committee Men responsible for organization and conduct of the Campaign for the

$35,000,000 Y. M. C. A. WAR WORK FUND

NATIONAL CAMPAIGN
November 11 - 19, 1917

Part I. The Set-up and Conduct of the Local Campaign

Part II. Local Campaign Business Methods and Financial Records

Issued by
THE NATIONAL CAMPAIGN COMMITTEE
of the
NATIONAL WAR WORK COUNCIL OF THE YOUNG MEN'S CHRISTIAN ASSOCIATION OF THE UNITED STATES

NATIONAL WAR WORK COUNCIL
OF THE
YOUNG MEN'S CHRISTIAN ASSOCIATIONS
OF THE UNITED STATES

Headquarters, 124 East 28th Street, New York City, N. Y.

William Sloane, Chairman; Cleveland H. Dodge, Treasurer; John R. Mott, General Secretary.

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BUREAU OF FINANCE

Chairman, George W. Perkins. Director, A. H. Whitford. Comptroller, Halsey Hammond.

NATIONAL CAMPAIGN COMMITTEE

Cyrus H. McCormick, George W. Perkins, William Sloane, Wm. Fellowes Morgan, Lewis A. Crossett, F. W. Ayer, E. J. Couper, John J. Eagan.

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MILITARY DEPARTMENT CAMPAIGN HEADQUARTERS

Eastern—	Headquarters: New York City, N. Y. F. W. Ayer, Department Campaign Chairman. John W. Cook, Department Campaign Director.
Northeastern—	Headquarters: Boston, Mass. Hon. James Logan, Department Campaign Chairman. Fred J. Nichols, Department Campaign Director.
Southeastern—	Headquarters: Atlanta, Ga. John J. Eagan, Department Campaign Chairman. C. K. Calhoun, Department Campaign Director.
Central—	Headquarters: Chicago, Ill. E. J. Couper, Department Campaign Chairman. K. A. Shumaker, Department Campaign Director.
Western—	Headquarters: San Francisco, Cal. Lyman L. Pierce, Department Campaign Director.
Southern—	Headquarters: Dallas, Tex. E. R. Kemp, Department Campaign Chairman. G. S. Bilheimer, Department Campaign Director.

National Bureau of Publicity—S. Wirt Wiley, Director. C. H. Fahs, Executive Secretary.

STATE, DISTRICT, COUNTY AND CITY CAMPAIGN DIRECTORS

In each State and District, also in leading Counties and Cities, Campaign Directors under the direction of Committees authorized by the State organization, will promote the campaign.

CAMPAIGN ORGANIZATION RELATIONSHIPS

As far as possible, County, City and Town Campaign Committees in need of assistance will deal direct with the District Campaign Committee, the District with the State Campaign Committee, the State with the Department Campaign Committee, and the Department with the National Campaign Committee, the latter representing the National War Work Council.

NATIONAL CAMPAIGN, NOVEMBER 11-19.

Part I. of this Manual—Compiled by A. H. Whitford, Director of the Bureau of Finance of the National War Work Council.

Part II. of the Manual—Compiled by Halsey Hammond, Comptroller of the Bureau of Finance of the National War Work Council.

The suggestions are based on instructions and forms outlined by Charles S. Ward, Y.M.C.A. International Secretary and Director of the Red Cross $100,000,000 Campaign and by J. W. Ross of Montreal, Director of Montreal Canadian Patriotic Campaign; also upon the experience gained by National, State and Local Committees in the conduct of the first Y.M.C.A. War Work Fund Campaign conducted last spring.

PART I

THE SET-UP AND CONDUCT OF THE CAMPAIGN

1. RELATION TO DISTRICT, STATE, DEPARTMENT AND NATIONAL COMMITTEES

As far as possible the County, City and Town Campaign Committees will deal direct with the District Committee; the District with the State; the State with the Department, and the Department with the National, the latter representing the National War Work Council of the Young Men's Christian Association of the United States.

The State Campaign Committee is responsible for the policy and the conduct of the Campaign throughout the State.

2. CAMPAIGN PRINCIPLES

The National Campaign Conference held Sept. 21st in New York City representing practically every State in the Union, adopted the following campaign principles:

1. One fund for one purpose, viz: work for the enlisted men conducted by the Young Men's Christian Association with no merger alliance.
2. The pledge form used should include the official form with state or local additions as may be deemed necessary.
3. Money to be raised by direct subscription appeal without resorting to entertainments or division of receipts by business concerns and without endangering opportunity to secure substantial subscriptions by taking offerings at public meetings.

3. TIME OF CAMPAIGN

The National Conference authorized a nation-wide campaign to be conducted November 11th to 19th inclusive. It is expected that every State, and as far as possible, each community will conduct its campaign during the period planned for the national effort.

4. COOPERATION OF BUSY AND REPRESENTATIVE MEN

The National Conference adopted the following resolution:

"In view of the magnitude and great importance of the proposed campaign, we call upon the Managing Boards and Committees of the Association Brotherhood, local, state and international, to release for such periods of time as may be necessary their most experienced and able secretaries for the executive direction of the campaign. We also express the confident hope that large numbers of the leading laymen throughout the country may make their large executive abili-

ties and influential connections tributary to the accomplishment of this great patriotic service for our own country and for strengthening the hands of our Allies. We bespeak the continuance of the whole-hearted cooperation of the Christian Churches in the realization of the great aims of the campaign."

This campaign is not for the Young Men's Christian Association, but for our country and for the men engaged in military and naval service. It not only merits, but the strength of its appeal commands, the attention of every citizen and will undoubtedly receive universal support.

5. FACTS CONCERNING THE $35,000,000 FUND

To provide adequately for the budgets represented by the National War Work Council National Conference Budget Committee, at the National Conference held in New York, September 21st, the following gentlemen were appointed members of the Conference Budget Committee:

Cyrus H. McCormick, chairman; George W. Perkins, Arthur Curtiss James, Coleman Du Pont, F. W. Ayer, William Cooper Proctor, George Warren Brown, Samuel Mather, George Wharton Pepper, Harold I. Pratt, W. Averill Harriman, H. M. Leland, John Sherman Hoyt, J. L. Severance, W. M. Kingsley, A. C. Bedford, J. N. Jarvie, William Sloane, Cleveland H. Dodge, and John R. Mott.

The Budget Committee after a careful study of the budgets recommended that $35,000,000 be authorized as the total of the budget needs as estimated for period ending with June 30, 1918. The report of the Budget Committee was unanimously and enthusiastically adopted by the Conference of 250 men representing practically every State in the country.

6. BUDGET ESTIMATES—NINE MONTHS ENDING JUNE 30, 1918

For Work with United States Enlisted Men in this Country	$11,120,000
For Work with United States Enlisted Men Overseas	11,994,000
For Y. M. C. A. Work in the Russian Army	3,305,000
For Y. M. C. A. Work in the French Army	2,649,000
For Y. M. C. A. Work in the Italian Army	1,000,000
For Y. M. C. A. Work in the Prisoner-of-War Camps	1,000,000
Total	$31,068,000
In addition to above budgets to provide for inevitable expansion	3,932,000
Grand Total	$35,000,000

7. FORM OF PLEDGE

The Executive Committee of the Y. M. C. A. National War Work Council adopted the following form as the official form of pledge:

OFFICIAL PLEDGE FORM

THE NATIONAL WAR WORK COUNCIL OF THE YOUNG MEN'S CHRISTIAN ASSOCIATIONS OF THE UNITED STATES

In consideration of the subscriptions by other subscribers to the Fund which is now being raised by the National War Work Council of the Young Men's Christian Associations of the United States to provide for the War Work of the Council among the enlisted men of the United States Army and Navy at home and abroad, and also to provide a similar work in the Armies of France, Russia, Italy and other Allies, and for the Prisoner-of-War Work, for a period of nine months ending with June 30, 1918,

I hereby agree to contribute the sum of .....

Dollars ($.....) Signed .....

Street Address ..... Date 1917

City or Town .... State .....

Payment in full is earnestly desired. If partial payments are necessary it is understood that 50% will be paid within thirty days of date of pledge, 25% on January 1st, 1918, and 25% on April 1, 1918.

Campaign committees should use the official pledge. The form should not be changed. If desired, the name and address of the State or City Treasurer of the fund can be added.

On the reverse side of pledge it would be of value to print reference to report of Budget Committee; also Budget estimates. When desired pledge cards will be furnished by the State Campaign Committee.

8. ESSENTIALS TO SUCCESS IN A LOCAL CAMPAIGN

1. Prayer should be recognized as a fundamental necessity in all campaign organization and promotion.
2. There should be a general understanding of the fact that the War Work of the Y. M. C. A. has official military status through the Executive order of President Wilson. Its methods are welcomed by the officers of the Army and Navy and greatly appreciated by the enlisted men.
3. A strong, well set up campaign organization should be assured not later than November 7th.

4. The local campaign committee should recognize the fact that the campaign principles and methods outlined in this manual are the outgrowth of experience gained in the conduct of hundreds of financial campaigns and should be followed as a rule without change. Local conditions may necessitate modification but settled principles should be generally accepted.

9. THE LOCAL CAMPAIGN COMMITTEE

A strong campaign committee representing the entire community should be appointed to be known as a "Citizen Committee" or "Campaign Ways and Means Committee" or by any name best suited to the community and that will indicate the work and responsibility of the Committee. This committee can be selected at a meeting or conference of those interested or appointed by the local Y. M. C. A.

10. THE EXECUTIVE COMMITTEE

The General Committee should appoint an Executive Committee of five or seven efficient representative men and give them full power to organize, launch and supervise the canvass.

11. CAMPAIGN ORGANIZATION

The General Committee or the Executive Committee should secure an outstanding business or professional man of great influence and capacity as chairman of the local $35,000,000 Campaign Committee. The chairman should select ten other leading men as captains of teams. Team captains should select their own team workers. In addition to ten canvass teams, in some communities it may be desirable to organize also a General Citizen Committee. This latter committee could be responsible for securing the larger subscriptions. The large initial gifts should be assured before the opening of the Campaign. In many communities the canvassing will be handled entirely by the ten canvass teams. In the larger cities two divisions of ten teams each could be organized to advantage—one representing business men, the other younger men.

The ten teams should each enroll at least ten workers. This combined committee of at least one hundred men should consist of the most influential and public spirited citizens.

As the fund to be raised is not for the Y. M. C. A. but for the soldiers and sailors and for the country, men will cooperate who do not ordinarily work in campaigns of this character. The best possible teams can be secured by the team captains conferring together and agreeing upon an equitable division of the workers to be enrolled. The Executive Committee should prepare in advance a list of at least 150 desirable names of men desired as workers.

When the roster of the teams is completed all men enrolled should be invited to attend a dinner at which speakers should inspire those present and give information as to the importance of the Campaign to be undertaken. This dinner should be held on either Thursday or Friday preceding the Campaign. Names for assignment should be ready for distribution at close of dinner program.

12. PUBLICITY

The Executive Committee should secure a competent publicity man who should begin immediately to inform the people concerning the War Work of the Y. M. C. A. at home and abroad. After October 27th, at the close of the Liberty Loan Campaign, prominent notice should be given to the financial needs of the National War Work Council according to budgets estimated. Newspapers should be largely depended on for publicity. Among the mediums of advertising the following have been advantageously used—posters, street car signs, placards in windows, banners on automobiles, model of an army Y hut on exhibition, lantern slides in motion picture theaters, announcements from pulpit and platform.

The churches should be encouraged to promote the Campaign by observance of Sunday, November 11th or Sunday, November 18th, as Y. M. C. A. War Work Sunday. Discourage plate offerings on the 11th.

13. THE LIST COMMITTEE

A List Committee composed of from five to seven men who know the community thoroughly should prepare a list of names of available people to be solicited for gifts. List only the best prospects, not over 5000 names in cities of 250,000 to 500,000, and not over 3000 names in cities of 75,000 to 200,000. In towns under 500 the number of prospects listed should equal about 10% of the population. List names on cards 3" x 5". In the general canvass it will be understood that people not listed should also be approached. When list is completed it should be drawn off on long sheets 8½" by 22" and names should be written in with typewriter triple space as follows:

Taken by	Name	Address.
(Leave blank)	(Fill in)	(Fill in)

Assign on this list a few of the more important names for the attention of the Executive and General Committee.

14. CAMPAIGN HEADQUARTERS

Campaign headquarters, with a volunteer or paid force for promoting Campaign plans and to serve Campaign Solicitors, should

be established at a central point that will easily attract general attention and as near as possible to the place where Campaign dinner and luncheons are served. That the Campaign may be better understood as a citizens' movement there would as a rule be a distinct advantage in having the headquarters away from the Association Building. If space is desired in a business block, a place easy of access should be secured—often a vacant store would be desirable. If store or offices, an effort should be made to secure space without cost as a contributor and, if successful, a display card should indicate fact. This will suggest economy and will fittingly recognize the donor.

15. CAMPAIGN MEETINGS

The entire Committee force or team workers should meet at dinner on either Nov. 8th, 9th or 10th. At this dinner information and inspiration should be released. Ordinarily at this opening dinner lists of prospects will be distributed. Lists should be fairly divided into as many parts as teams organized. One section should be laid on each table, to remain until names have been selected; in making selection place number of team opposite each name; also indicate worker desiring name. No team should take more than one-tenth of names in each section. After selection is made pass along, so that each team has a second choice. Keep lists moving until all lists have been examined by all teams.

Thorough work should be done on opening night.

If necessary to strengthen the teams or committees, do so next day. A luncheon should be served each week day of the Campaign week and a dinner at night on the closing day. At these rallies there should be separate tables for each team of approximately ten men, besides the table for the Executive Committee.

This gives teams opportunity for frequent conference. Same tables marked by one table card 6 x 9 should be reserved for each team. The team card should display number of team and name of Captain.

The luncheons and dinners should be at club or hotel near Campaign headquarters.

16. ASSIGNMENT OF PROSPECTS

After the teams have finished selecting names from the typewritten lists, volunteer or paid clerks enter worker's name on cards in the card index. The information should be transferred to the assignment card. Place on cards number of team and name of worker desiring card. These cards are placed in hands of Captain the next day. The Captain should forward cards promptly to the various members of the team. Some workers prefer to work alone, others will be more effective if they work in pairs.

If a worker suggests a name not on his list, he may make requisition for it and if practicable it will be assigned to him. Team workers should absolutely confine their solicitation to names assigned during the first five days of the Campaign.

On the last Sunday and Monday workers should feel free to solicit the entire community without regard to previous assignments. Early in the Campaign special effort should be made to secure the largest possible subscriptions from a limited number. If the initial subscriptions secured in advance aggregate 50% of amount to be raised success will be assured. Every team worker should start right by making his own subscription before approaching others.

Suggested Form for Assignment Card—size 3 x 5 inches

Name_____

Residence Address_____

Business Address_____

Assigned to_____

This card is your authority to solicit the person named above. To prevent duplication no soliciting should be done without the card. If you find a name not already assigned a card will be issued to you.

When subscription has been secured, this card may be destroyed. If unable to secure subscription, turn the card over to some other worker or return it to the office with report of your interview.

REPORT

_____ (Signature) Team No._____

17. REPORTS

At the luncheon meetings each team Captain is called upon to report the amount of subscriptions and also contributions secured by his team workers.

The daily reports are posted on a score board which is placed within view of workers at the luncheon. This bulletin of daily progress stimulates competition between teams and adds to the inspiration and pleasure of the Campaign. A manila envelope about 6" x 9" should be supplied each day to each Captain for day's report. The Captain should carefully enter report of work as filed by each worker. Careful entries of cash paid should be made on each subscription card and record card. Care should also be exercised in making names and addresses plain.

Records of work by team workers should be listed on blanks placed in envelope which is forwarded to campaign auditor at time report is made. A new envelope is supplied next day.

18. STATE AND DEPARTMENT REPORTS

Each State will assemble daily reports of local campaign and wire result for the State to the Department Campaign Headquar-

ters and the Department will wire daily to the National Campaign Committee.

19. BONUS AND ADJUSTMENT FUND

The Executive Committee will find it exceedingly helpful to have at its disposal for distribution a special fund for bonus offers and for adjustment with teams, to make good the mistakes for which team is not responsible. Each day the Executive Committee could stimulate team activity by announcing bonus or prize offers to teams making best showing the following day. The team or teams winning can add this amount to its next day's report. If a team registers a complaint that a "prospect" assigned to it had been landed by another team, the Executive Committee will greatly encourage the afflicted team by issuing a credit slip to balance the loss as claimed. This method prevents a team's losing heart when it has depended on every card assigned to enable the team to reach its goal.

20. LUNCHEON RALLY PROGRAM

At each luncheon the man who presides should be able to create and maintain an enthusiastic and optimistic atmosphere. He should control the use of time to the satisfaction of the crowd as a whole. The luncheon should begin and adjourn on the minute advertised. It is unwise to hold the men together for more than an hour and a quarter from time luncheon service has started. Luncheon should not be served for more than thirty minutes. Workers who arrive after thirty-minute limit should wait for meal service until close of luncheon program. Announcements as a rule should be made while luncheon is served. A speaker or speakers should not occupy more than ten minutes. Give ample time to prepare and render reports. In small communities a supper rally will be more convenient than a luncheon meeting.

21. LIBERTY LOAN BONDS

Liberty Loan Bonds will be accepted as cash. As the bonds can in due time be sold at par it will be to the advantage of the fund to encourage the contribution of bonds. This method of payment of subscription will encourage larger gifts and enable the donor to help the country and also help the National War Work Council to solve its financial problems. The published list of bond subscribers will be suggestive.

22. EXTENSION WORK

The organization objective of the National Campaign is to organize and canvass every town in the United States of 500 and up. Cities and towns cooperating should make sure that adjacent

communities have an opportunity to subscribe or contribute to this great patriotic fund. Special inquiry and effort should be made to extend the canvass to villages of less than 500 people that prosperous farmers remote from towns may have the privilege of helping to maintain a work that will minister to the needs of our enlisted men. A local committee can materially add to its fund by sending automobile soliciting parties to townships not organized.

23. DEVICE FOR ANNOUNCING RESULTS

The clock centrally located is the most common device for announcing daily progress of the fund. The dial should be sufficiently large to indicate figures plainly.

A large thermometer has been used to indicate the rise of the interest of the people.

One city in the Liberty Loan Campaign used a model of a "Tank" and had it move daily on the main street in the direction of the city goal.

In the Red Cross Campaign in New York City, a standard indicated amount pledged to date was moved from a certain street on Fifth Avenue to a street of the avenue that indicated the goal had been reached. The location of this bulletin standard attracted large attention. Whatever device is used to register results, it should be understood and acceptable to the public.

24. DESIGNATION OF SPECIAL OBJECTS

While it will be effective in encouraging subscribers to consider that the amount of their subscription will provide for definite needs it is important that no promise be made that a certain building or a section of equipment shall bear the name of city, organization or individual. It has been found difficult to connect name with objects to the satisfaction of the donor.

PART II

LOCAL CAMPAIGN BUSINESS METHODS AND FINANCIAL RECORDS

1. Part II offers a few suggestions to the various Committees and their assistants who are responsible for the detail of receiving and handling money and pledges.

Make adequate preparations in advance for handling all details. Call upon capable clerks to volunteer their services during the Y. M. C. A. War Fund Week.

Inquiries about accounting not included in these suggestions should be addressed to your State or District Headquarters. A few forms for reporting are presented as suggestions only. These may be printed by the local Committees or by the State organization. In many cases, they can be prepared on the multigraph or the mimeograph.

At the end of the Y. M. C. A. War Fund Week, proper and complete reports should be filled out and forwarded to State Headquarters for a permanent Y. M. C. A. War Fund Week Record.

Daily reports of pledges, cash, and Liberty Bonds should be made to your State Headquarters or District Headquarters, according to previous understanding.

IT IS SUGGESTED THAT A VOLUNTEER AUDITOR BE APPOINTED AT ONCE, AND THAT HE BE NOTIFIED OF HIS APPOINTMENT, SO THAT HE WILL HAVE AN OPPORTUNITY TO PLAN IN ADVANCE FOR THE WORK OF CHECKING AND VERIFYING THE ACCOUNTS.

2. TEAM CAPTAIN'S ENVELOPE AND TEAM WORKER'S REPORT

At luncheon the Team Captains collect all the pledge cards and contributions from their respective workers and make a full report by use of the Team Captain's envelope. The outside of the envelope should indicate the total result of each team worker's report. Inside the envelope place report form from each worker, showing details of his report.

(Suggested Form for Team Captain's Envelope)

Y. M. C. A. WAR FUND WEEK, NOV. 11-19, 1917

TEAM CAPTAIN'S ENVELOPE

Report of Team No._____ November_____ 1917

Previous Total - - - - - $_____

Today's Contributions:

Pledges $_____

Cash_____

Liberty Bonds_____ $_____

Total - - - - - $_____

_____
Team Captain

Contents Checked and Found Correct_____
Cashier

City_____ State_____

Report of Team Workers	Pledges	✓	Cash	✓	Liberty Bonds Par Value
1.					
2.					
3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
Total - - - -					

(Suggested Form of Report of Team Worker)

Y. M. C. A. WAR WORK FUND

TEAM WORKER'S DAILY REPORT

Report of Mr. _____

Member of Team _____

Report for _____

List of Subscribers and Contributors	Pledge	Cash	Liberty Bonds	
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				
10.				
Total - - - -				

Grand Total reported for the day, $_____

3. CASHIER'S DUTIES

Where the intensive campaign plan is followed, even in the smaller places, one Cashier or more will be required, while the larger cities will need several. Get all the Cashiers you may possibly need. Have more than enough helpers, rather than too few.

If the Team Captain's envelope—as suggested on the preceding page—is used, when he hands it in, the envelope and contents should be carefully checked by the Cashier against the record on the face of the envelope.

The Cashier's duties should follow this order:

1. Ascertain whether the face of the envelope has been filled out.
2. Verify the addition of the "Cash," "Pledge Cards," and "Liberty Bond" columns and compare with the summary at the top.
3. Count the cash in envelope and check the amount of cash, pledges, and Liberty Bonds against the entries on the face of the envelope. Discrepancies must be corrected by the Team Captain before the Cashier will accept and sign the envelope.
4. Summarize the totals of each envelope on the Daily Summary of Contributions Sheet. An illustration of a sheet that will meet this purpose is given herewith. This will make it possible to announce accurately the gross contributions for the day, shortly after the last Team Captain has made his report.

A telegram reporting the day's results should be sent to State Headquarters or District Headquarters according to understanding.

This telegram should be confirmed in writing, by mailing a copy of the same the same day to State or District Headquarters. This report form should state the separate totals of pledges, cash, and Liberty Bonds.

Be sure to keep your State and District Headquarters informed daily of the progress of the campaign in your city or town.

In large communities where many amounts are received, local firms will, undoubtedly, loan adding machines and such other equipment as may be needed.

Be prepared at the close of the Campaign to render a full report to the State or District Headquarters showing total of—

1. Pledges.
2. Cash.
3. Liberty Bonds.

This can be made up from the daily summaries.

4. DEPOSITING THE CASH

The Chairman of the Committee should be held responsible for seeing that the cash receipts are properly deposited in the local bank or banks to the credit of the National War Work Council of the Young Men's Christian Associations of the United States. Care should be taken to make sure that the total amount of cash received, according to the Team Captain's envelopes on the daily summary of contributions, is actually deposited in the bank.

Under no circumstances should any funds received be withheld or disbursed for any purpose.

All money and Liberty Bonds should be deposited in the bank on the same day they are collected. The bank deposits must represent the total amount of funds received from contributors each day.

5. CONTRIBUTION OF LIBERTY BONDS

If Liberty Bonds are contributed in lieu of cash, they are to be deposited in the local bank for safe keeping, subject to later advice from State Headquarters as to their disposition.

6. RECORD OF RECEIPTS

The Team envelopes containing the pledge cards and Liberty Bonds and Daily Summary of Contributions sheets should be delivered to the local campaign officer for foregoing record and accounting. The bookkeeper will enter on the Record of Receipts sheet the amount of contributions in cash and Liberty Bonds. The total of the amount so entered on the Record of Receipts for the day should equal the sum of the cash and Liberty Bonds columns respectively, on the Team Captain's envelopes and on the Daily Summary of Contributions sheets. The cash total should also agree with the bank deposits for the day.

Y. M. C. A. WAR FUND WEEK, NOV. 11-19, 1917

DAILY SUMMARY OF CONTRIBUTIONS

November _____ 1917

City _____ State _____

Team No.	Pledges	Cash	Liberty Bonds (Par Value)	Total

RECORD OF RECEIPTS

Y. M. C. A. WAR WORK FUND

Record of Receipts

Sheet No._____

City_____ State_____

1	2	3	3A	4	5	6	7	8	9	10		
Date	Team No.	Receipt No.		Key	Cash Contributed		Liberty Bonds			Name of Special Purpose		
					War Fund	Special Purpose	War Fund (ParValue)	Special Purpose (ParValue)	Bonds Nos.			
	Bro't	For'd										

7. SUGGESTED FORM FOR RECORD OF RECEIPTS

The form Record of Receipts may be used to record the receipts of cash and Liberty Bonds. Pledges will not be entered on this form until the actual cash is received. The amount of each contribution will be entered on the Record of Receipts from the Team Captains' envelopes.

The meaning of each numbered column on the Record of Receipts is as follows:

1. Date. The date should be that on which the cash or Liberty Bonds was received.
2. Team Number. The number of the Team will be copied from the Team Captains' envelopes. As many lines will be used for each Team as the number of contributors' lines on the envelopes.
3. Receipt Number. Enter in this column the serial number of the receipt, which is mailed to the contributor. A suggested form of receipt will be given later.
4. Key. In this column a key letter will be written to indicate whether the receipt of cash or Liberty Bonds represents a straight contribution or an instalment on a pledge. The key letter and figures to be used are as follows:
   - C. Cash Contributions.
   - L. Liberty Bond.
   - 1. First instalment on pledge.
   - 2. Second instalment on pledge.
   - 3. Third instalment on pledge.
5. Cash Contributed War Fund. (In this column the amount of cash, or checks, actually received for the War Fund.)
6. Restricted Contributions: The National War Work Council invites your very earnest cooperation in discouraging any restriction upon contributions. If, however, cash is contributed which cannot be obtained unless it be applied to restricted purposes specified by the contributor, the amount should be entered in the column under "Cash Contributed Special Purpose." The name of the purpose for which the proceeds should be applied should be written in "Name of Special Purpose" column at the extreme right.
7. Liberty Bonds Contributed to War Fund. Liberty Bonds will be accepted at par in lieu of cash. Contributions of this character should be entered in Column 8. A brief description, particularly numbers, of the Bond, should be written in Column 9.
8. Liberty Bonds Contributed for Special Purpose. The in-

structions concerning the acceptance of cash for restricted purposes also apply to the acceptance of Liberty Bonds for special purpose. Column 10 is provided, in case the Chairman is obliged to accept Liberty Bonds which may be contributed on condition that the proceeds may be applied for special purpose.

8. CONTRIBUTION ACKNOWLEDGMENTS

The contribution acknowledgment should be prepared by the bookkeeper or whoever is in charge, immediately after the contributions of cash and Liberty Bonds have been posted to the Record of Receipts sheet. Each individual contributing cash should receive a receipt with as little delay as possible.

9. SUGGESTED FORM OF ACKNOWLEDGMENT

A check mark should be made in the lower left hand corner to indicate whether the contribution acknowledged was received in the form of cash during the Y. M. C. A. War Fund Week, or whether it was the second or third instalment on pledge. If the contribution was in the form of Liberty Bonds or check, a mark should be placed opposite "Liberty Bonds," and the name of the contributor should be entered on the form.

10. COLLECTION OF PLEDGES

The pledge cards which the bookkeeper receives in Team Captains' envelopes will be sorted into two groups, one representing contributions in cash and in Liberty Bonds, and the other representing pledges to be paid in four instalments.

The pledge cards of the second group should be filed alphabetically. This file should be carefully guarded and should be the authentic record of outstanding pledges. Before the date of each instalment, notice should be sent to each pledgor, and a suggested form of notice is submitted. The date of notice should be stamped on the back of the pledge card.

11. RECORD OF PAYMENTS

As remittances are received from the pledgor, proper notation of the date and amount should be written on the back of the pledge card. The regular acknowledgment receipt is mailed to the pledgor for each pledge instalment received. The number of the acknowledgment slip sent to the pledgor for each instalment paid should be noted in the column provided therefor on the back of the pledge card.

The check mark in the lower left-hand corner of the acknowledgment card will indicate the particular period for which payment is receipted. The check mark, of course, will appear on the duplicate and triplicate copies as well as on the original.

Each receipt of cash or Liberty Bonds, representing an instalment on a contribution previously reported as a pledge on the Team Captains' envelope, should be entered on the "Record of Receipts" sheets. The proper key letter will be entered in the "Key" column to indicate whether it is the first, second, third, or fourth instalment.

12. AUDIT OF RECEIPTS

The receipts of the special campaign of Y. M. C. A. War Fund Week must be audited at the close of the work. Thereafter the receipts should be audited at the close of each month until all the pledged instalments have been collected from the contributors.

It is desirable to have this audit made by a competent committee. The Chairman may appoint an auditing committee for this purpose.

13. CAMPAIGN EXPENSES

On receipt of statement the National Campaign will reimburse Department and State Committees for expense incurred. Do not send bills with statement, as they should be paid by party contracting the same.

The State Committee on receipt of statement of expense incurred by District and County Committees, for which no local provision has been made, will forward check to cover statement. If a State Committee prefers to have all bills forwarded to the state office it will so instruct cooperating committees.

City and Town Committees should provide locally for payment of Campaign expenses. Ordinarily campaign expenses are paid from the fund raised. In some instances individuals will prefer to provide for expenses.

All committees are urged to practice economy without sacrificing results in building up the fund. Encourage contributions in labor and material.

It is mutually understood that Association secretaries serving as campaign directors, whose salaries are provided for in local, state and International Association budgets, serve without salary cost to the National War Work Campaign. It is understood that their traveling expenses will be a charge on the War Work Fund.

FORM OF ACKNOWLEDGMENT OF PAYMENT OF PLEDGE

No._____ Original—White Duplicate—Blue Triplicate—Yellow November_____ 1917

Y. M. C. A. WAR FUND WEEK

November 11 to 19, 1917

Acknowledges with thanks the receipt of the patriotic contribution of

_____ Dollars

From _____

Address _____

towards the Y. M. C. A. War Work Fund.

_____ Treasurer

- ☐ Cash during War Fund Week
- ☐ Liberty Bonds
- ☐ 1st Pledge Payment
- ☐ 2nd Pledge Payment
- ☐ 3rd Pledge Payment

FORM OF REQUEST FOR PLEDGE PAYMENTS

Y. M. C. A. WAR WORK FUND

Date_____

M_____

_____

Your attention is directed to your patriotic pledge to the Y. M. C. A. War Work Fund. The_____ period payment will be due and payable_____ 191

Will you be good enough to give this your prompt attention and thus materially help the work of the National War Work Council?

_____ Chairman

Please mail your check to

_____

_____

_____

Y. M. C. A. WAR WORK FUND

Record of Expenses

City _____ State _____

1	2	3	4	5	6	7	8	9	10	11		
Date	Voucher No.	Payee	Explanation	Clerk Hire	Rent of Office and Equipment	Publicity	Postage, Stationery & Supplies	Telephone and Telegraph	Campaign Luncheons	General Expenses		
		Brought	Forward									
			TOTAL									

14. RECORD OF EXPENSE FORM

Each column is explained so that it will be clearly understood as to how this sheet is to be written up. This form is necessary in order to enable the auditor to verify the accounts.

1. Date—The date in this column should be the same as that which appears on the voucher.
2. Voucher Number—This number should correspond with the number on the voucher envelope.
3. Payee—See 4.
4. Explanation—Enter in these columns particulars as to the payee and object of the expenditure, sufficient to definitely identify the voucher with the entry on the record of expenses.
5. Clerk Hire—Enter in this column the amount paid each worker employed. The name of each paid worker should appear in the "Payee" column, and the kind of service in the "Explanation" column. The corresponding voucher should state the nature of the service rendered and should be signed by the worker.
6. Rent of Office and Equipment—Rent of office and equipment should be entered in this column. Rents should be an unnecessary expense, as probably necessary office will be contributed. These items should be supported by vouchers, which describe the location of the office, or kind of equipment, and which have been duly receipted by the lessor.
7. Publicity—All expenses incurred in advertising Y. M. C. A. War Fund Week in your locality should be entered in this column. These items should be supported by invoices in regular form, duly receipted by the individuals or concerns to whom the money was paid.
8. Postage, Stationery and Supplies—The costs of postage, stationery and supplies should be entered in this column.

   In the case of postage the evidence of payment may be obtained from the Post Office clerk provided a receipt is filled out in advance. Such a voucher will be acceptable, provided it is also duly approved by the Chairman. Vouchers must also be submitted for supplies and stationery.
9. Telephone and Telegraph—Costs of telephone and telegraph incurred in connection with Y. M. C. A. War Fund Week should be entered in this column. The bills of the telephone and telegraph companies, which have been duly receipted, should support all entries in this column.
10. Campaign Luncheons—Enter in this column claims for re-

imbursement account campaign luncheons, supported by satisfactory vouchers. These vouchers to be properly receipted and bear the Chairman's approval. In many instances workers will prefer to pay for their luncheons.

11. General Expense—Enter in this column the amount of sundry expenses, for which specific columns are not provided. These amounts must be supported by vouchers, giving full information as to the object of the expenditure, and must be receipted and duly approved by the Chairman.

A set of 10 of these Forms should be sent to each City and Town Chairman, with instructions as to which headquarters he should report to daily.

REPORT OF SUBSCRIPTIONS TO Y. M. C. A. NATIONAL WAR WORK FUND

Fill Out Forms A, B, and C.

Retain Form A for local record.
Mail Form B to either State, District or County Committee, according to plan previously determined upon by the State Committee.
Phone or wire "Night Letter," Form C, to either State, District or County Committee according to plan previously agreed upon.

Form A

Report from _____ (Enter name of City or Town.)

For _____ Nov. _____, 1917. (Enter day and date of canvass.)

Total subscribed including cash to date $_____

Previously reported $_____

Total to date $_____

The amount reported to represent total amount subscribed to date as announced locally.

Form B

REPORT OF SUBSCRIPTIONS TO Y. M. C. A. NATIONAL WAR WORK FUND

Mail this form to Headquarters agreed upon.

_____ (Enter name of City or Town.)

_____ County.

Report amount subscribed including cash to date $_____

Previously reported $_____

Total to date $_____

On _____ Nov. _____, 1917.

Signed _____
Chairman

(Amounts on this form should agree with amounts on Forms A and C)

Form C

Send Daily the Following Night Letter
Or Phone to Headquarters as agreed upon.

Address _____ (Enter name of person to whom wire is to be sent.)

_____ Street _____ City.

(Enter name of City or Town reporting)

Report amount subscribed, including cash today $_____

Previously reported $_____

Total to date $_____

on _____ (Enter day.) $_____ was subscribed including cash to date.

Remarks if any

Signed _____
Chairman

WHY WE BELIEVE IN THE $35,000,000 FUND

By JOHN R. MOTT

General Secretary, National War Work Council

The National War Work Council of the Associations at the recent meeting in the Bankers' Club in New York, a meeting attended by a remarkable body of foremost laymen and citizens from all parts of America, unanimously recommended the raising of a fund of $35,000,000 to serve the men of the armies and navies of the United States and certain of her Allies, such as Russia, France and Italy, as well as the prisoners of war throughout the war zones, for the period ending June 30, 1918. The spirit of highest patriotism, the dictates of soundest military strategy and business judgment, and the principles and spirit of Christ Himself combined to influence this significant action. The reasons which led these men of large vision and of proved wisdom and capacity to decide that this sum be secured are the reasons which should prompt everyone who reads these lines to do all in his power to ensure the success of the undertaking by sacrificial gift, by constant advocacy, and by earnest work to enlist the cooperation of others.

$35,000,000 is needed because of the vast number of men to be served. Before next July the American Army and Navy will in all probability include 2,500,000 men. The National War Work Council is also called upon to extend its work throughout the Russian Army of over 7,000,000 men, the French Army of about 4,000,000 men, the Italian Army of some 3,000,000, and the smaller armies of Belgium, Mesopotamia, India, East Africa, Egypt, and Roumania, numbering possibly 1,500,000 more. Moreover, the 6,000,000 prisoners of war imperatively require the continued practical ministry of America through the Association. Here, then, are a total of 24,000,000 men, whose physical, intellectual, social, and spiritual betterment we wish to promote. When we remember that in no previous war have more than 2,000,000 men been opposed to each other and that here are twelve times that number to whom we have a mission, the colossal magnitude of the undertaking is apparent.

We believe in securing the $35,000,000 because there could be no more economical or important use of funds. It means an expenditure of $1.50 per man. This statement is in a sense misleading, because it is proposed to spend the disproportionate sum of nearly $10 on each American enlisted man. Ten dollars, however, is a very small amount to devote to the welfare of an American soldier or sailor, especially when we consider the range of the needs which are to be met, the variety of the means to be employed, and above all, when we reflect on the dangers and possibilities of the lives of these men, the

character of the service they are rendering, the supreme sacrifice every man of them stands ready to make. The burning question, which each of us by our attitude toward this fund must help answer, is, Shall the flower of our American manhood, who go out to represent us, come back to us (so far as their lives are to be spared) with bodies shot through, with unnamable disease, and with character weakened or blasted, or shall they return stronger and better men? What more important asset have we to conserve?

To fulfil our obligation to our Allies we should raise this fund of $35,000,000. As the past three years have unfolded, it has become increasingly clear to the American people and their leaders that in a very true sense the Allies have been fighting, not only for themselves but for us also. In entering the War we have made their cause our cause. Their defeat would mean our defeat. Anything which strengthens their hands will hasten the victorious ending of the struggle. The military and civil leaders of certain of our Allies have made it clear that there is no one way in which America can help their cause more than by placing at the disposal of their entire armies the practical and constructive agencies of the Young Men's Christian Association. This call has come with convincing force from Russia, France, and Italy. Trusted military representatives of our own country, such as Major General Hugh Scott, late Chief of Staff, and General Pershing, have strongly endorsed these appeals. There are no two answers to such appeals. The response must be favorable, prompt, and generous.

The $35,000,000 should be given because of the direct and vital bearing which the work of the Association has in accomplishing the purpose of the War. Napoleon has said that in war morale is to other factors as three to one. Each day the warring countries are spending over $130,000,000 to supply what might be called the material factors and forces. This budget calls for devoting less than one-third that sum among over one-half of the soldiers of the war, and this not in one day, but in nine months. America wisely and generously subscribed over $120,000,000 to the Red Cross in response to the first appeal. This work of the Association, calling for less than one-third of that amount, ministers not only, like the Red Cross, to the physical comfort of the enlisted men and of the military prisoners, but also to their intellectual and spiritual nature—in other words, to their morale.

Senator Root the other day emphasized the fact that there is something about modern trench warfare which affects profoundly and adversely the morale and spirit of the men.. A work like that of the Association, therefore, with its recreational sports, its entertainments, its lectures and libraries, its social intercourse and service, and its spiritual appeal, meets a most real and pressing need. Take Russia

as an illustration. If through this practical means we can help to hold the Russian Army in being during the coming winter and to promote its contentment and to strengthen its discipline and morale, it will have a vital bearing on winning and shortening the War. It means the occupying on the Eastern front (and therefore not on the Western and Southern fronts) of over 150 divisions of German and Austro-Hungarian troops. Anyone can see that this has a vital bearing on America and the other Allies. Vital is the right word to use.

The sum of $35,000,000 spent in carrying out the Association program in the military and prisoner-of-war camps will accomplish untold spiritual results. It would be difficult to overstate the extensive and the intensive need of such work or its boundless possibilities for good. In the American Army the Church functions laically, as it were, through the Association, just as through the chaplains and through the pastors in neighboring parishes it functions clerically. In armies like the Russian, French, Italian, and Indian, owing to the understanding with the authorities, the Association does not conduct any religious or political propaganda, but it has a marvelous opportunity to release its spirit and to illustrate applied Christianity. In all history there has not been a greater opportunity to serve men as Christ served men than the one presented by these tens of millions of men under arms and in prison camps. Now they are concentrated in trenches, in reserves, in camps; in time of peace they will be scattered and will be comparatively inaccessible in hundreds of thousands of cities, towns, and villages.

The experience of Canada and Australia should convince anyone who may be at all sceptical that the $35,000,000 not only should be raised, but that it can be raised. If friends of this work in America give on the scale that the Canadians have given during the last eighteen months for the support of the Association in the Canadian Army, they will give during the next nine months for such service in the American Army and Navy and in the armies of our Allies at least $36,000,000, or if we give on the scale that the people of Australasia gave during the last eighteen months, we will give for the next nine months $57,000,000. It should be remembered that in those two countries the money was used for such work in their own armies only, whereas in the case of our $35,000,000 fund the armies of several of our Allies are to be served and also the 6,000,000 prisoners of war, as well as our own Army and Navy. What has been done in lands which have been paying the staggering prices of war for over three years can be done in America, with its far larger unspent resources.

Faith in the desirability and practicability of securing this fund of $35,000,000 grows, as well as the burning desire and the quiet deter-

mination to work with all our power to get it, when each one lets his mind and heart dwell on some one young man who is to receive the benefits thus made possible by the associated gifts and sacrifices of rich and poor. Let him think of that member of his own immediate family, or that relative, or that friend, or that neighbor, or that member of the same society or Church or business or profession. Then let him picture the monotony, the hardships, and the moral and physical dangers to be experienced. Let him remind himself of reasons and issues which have sent forth his friend or associate or neighbor at the call of the nation. Above all let him remember vividly the man's devotion even unto death. As he thus lets his memory and imagination play, does he not come to the conclusion that the very least he can do is to do all in his power toward providing the $35,000,000 needed?

It is the Christ-like thing to do. Louder than the call of patriotism, clearer than the dictates of strategy, more appealing than the claims of our Allies, more communicative and compelling than the sacrificial example of the lives of the men who go forth to fight for us and our cause—is the example and the sovereign word of our Lord and Master. He said, "Unto whomsoever much has been given of him shall much be required." Surely He has given us much—yes, all. Of Himself He could say, that "He came not to be ministered unto, but to minister." May the spirit of the sacrificial God who "spared not His own Son but freely delivered Him up for us all" move upon our Associations and the friends of the enlisted men everywhere and impel them to a great and expansive sacrifice of money and life!

There is an element of urgency about this great undertaking which should not be overlooked. Some tasks can wait; not this one. Many good causes will be with us year after year, but, thank God, not this one. The coming autumn, winter, and spring months will be the most critical period of the War for most of the armies and for the prisoners of war, owing to the prolonged strain (as it has been for so many millions of the men) and owing to conditions of economic exhaustion, social unrest, and depression of spirit which obtain in parts of the war zones. This work, therefore, takes an added significance, and it becomes us to do quickly and with prodigal hand what we do. No true patriot, no true Christian, this momentous year has anything more important to do for all that makes life worth living for himself and for those to come after him than to ensure the full success of this $35,000,000 campaign.